

# **A STUDY ON COMPENSATION BENEFITS IN DAIRY INDUSTRY: WITH REFERENCE TO SELECTED DAIRY UNITS IN ANDHRA PRADESH: A COMPARATIVE STUDY**

**Dr. Shaik Mastan Vali**

Associate Professor & Head, Department of MBA,  
Malla Reddy Engineering College and Management Sciences,  
Hyderabad, Telangana, India

**Dr. Battu Nagaraju**

Professor & Head Department of HRM, Acharya Nagarjuna University,  
Guntur, Andhra Pradesh, India

## **ABSTRACT**

*The Present Scenario of Compensation Management as Tool for Improving Organizational Performance in the selected dairy units in Andhra Pradesh. Compensation can be linked to business structure and to employee recruitment, retention, motivation, performance, feedback and satisfaction. It is typically among the first things potential employees consider. For employees, compensation signifies not so much how they are paid, but how they are valued. The concept of social security is multidimensional in its form, and it has social, psychological, legal, ethical and political overtones, besides economic one. Social security is increasingly recognized as a dynamic concept which was wide! Influenced the social and economic policies of all the developed and the developing countries. Within the report, a lot of empirical information was collected, systematized and analyzed, the main part of which is Presented in this report.*

**Key words:** Compensation Benefits, Heritage, Thirumala, Jersey & Dodla Dairy Units, and A.P.

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## 1. INTRODUCTION

It's easy to think "dollars per hour" when thinking about compensation. However, successful compensation packages go a lot further and can be considered total rewards systems that contain non-monetary, direct and indirect elements. Non-monetary compensation is any benefit an employee receives from an employer or job that does not involve tangible value. This includes career and social rewards such as job security, flexible hours, and opportunity for growth, praise and recognition, task enjoyment, and friendships. Direct compensation is an employee's base wage, which can be an annual salary or hourly wage, plus any performance-based pay an employee receives, such as profit-sharing bonuses. Indirect compensation is far more varied. It includes everything from legally required public protection programs such as Social Security to health insurance, retirement programs, paid leave, child care or moving expenses. However, with agricultural jobs, that is not easily done. A manufacturing company may offer a bonus for meeting a performance objective, but farm performance is affected by many factors over which employees have no influence. Successful managers must then search for areas the employees do influence and base performance objectives on these areas. Your farm may benefit from offering tenure bonuses for long-time employees, equipment repair incentives to encourage good equipment maintenance, or bonuses for arriving at work on time. Research indicates that employees expect wages to: 1) Cover basic living expenses; 2) keep up with inflation; 3) Provide some funds for savings or recreation; and 4) Increase over time.

## 2. REVIEW OF LITERATURE

Review of the related literature, allows the researcher to acquaint him with the findings of some of the earlier research studies and the method adopted therein. (a) Studies on Compensation: IdemobiEllis (2011) Compensation Management as Tool for Improving Organizational Performance in the Public Sectors: This study examines the extent to which compensation management can be used as a tool for improving organizational performance in a typical public sector organization like the Anambra State of Nigeria Civil Service. Guided by the Vroom's expectancy theory of motivation, this study seeks to ascertain if financial compensations have a significant relationship with employee performance. It also aimed at finding out if efforts of the employees are commensurate with financial compensations and ascertain the extent to which reform programmes. (b) Rudzi Munap (2013) Organizational Rewards System and Employees' Satisfaction at Telekom Malaysia Berhad This study was conducted to identify the dimensions of organizational rewards system that may contribute to employees' satisfaction at Telekom Malaysia Berhad in Selangor. A total of 327 self-administered questionnaires were distributed to the respondents. The response rate return is 89 percent. Analysis using the regression and Pearson Correlation indicated that all the predictors had significant contribution to employees' satisfaction at Telekom Malaysia Berhad. Salary was found to be the most important factor that contributes to employees' satisfaction while incentives were found to be the least important factor. From the findings, it can be concluded that organizational rewards system has positive influences on the employees' satisfaction at the organization they worked for.

## 3. METHODOLOGY OF THE STUDY

In this Research Methodology includes the Statement of Problem, Objectives of the study, Hypothesis of the study, and Data Collection. (a) Statement of the problem The Statement of the Study is stating that the Compensation Management as Tool for Improving Organizational Performance in any organisations and to identify the employees working in the dairy industries is more affected with the health facilities, and safety measurements for the workers

provided by the organisation. The researcher has taken the aspects of Compensation Benefits in the selected four dairy units in Andhra Pradesh: a comparative statement has been under taken for this study.

(b) **Objectives of the study:** (1) To study the perception of the employees on Compensation Benefits in the Selected Four Dairy units in Andhra Pradesh, (2) To analyze the Impact of the Compensation Benefits in the Selected Four Dairy units in Andhra Pradesh, (3) To offer suggestions to Improve the Compensation Benefits in the Selected Four Dairy units in Andhra Pradesh.

(c) **Hypothesis of the study:** (1) **Null Hypothesis: Ho:** There is no significant relationship between Compensation Benefits and the four dairy units, (2) **Alternate Hypothesis: H1:** There is significant relationship between Compensation Benefits and the four dairy units.

(d) **Data collections:** The information and data for the present study has been obtained from both the primary and secondary resources from the select the Four Dairy units of Andhra Pradesh. (i) **Primary Data:** The researcher has collected the data by distributing the questionnaire to respondents in the selected four dairy units. The data was collected through observation and interviewing the respondents. (ii) **Secondary Data:** Available Books, Thesis and Dissertation, Published research studies, journals, reports, articles, research papers, etc. Data through internet source and Annual Reports of the selected Dairy.

(e) **Universe and Sample Size:** Simple Random sampling technique was adopted to choose the respondents from the universe in the selected dairy units under study.

**Table 1** Universe and sample size:

S.No	Dairy Units	Total		
		Universe	Sample (5%)	Sample Size
1	Heritage Dairy	1500	75	75
2	Thirumala Dairy	1500	75	75
3	Jersey Dairy	1500	75	75
4	Dodla Dairy	1500	75	75
	Total	6000	300	300

From the Table 1 stating that the four Dairy units of Heritage Dairy, Jersey Dairy, Thirumala Dairy and Dodla Dairy of total employees are 6000, the sample size are taken at 5% in Heritage Dairy, Jersey Dairy, Thirumala Dairy, Dodla Dairy . The filled questionnaires are collected in Heritage Dairy-75, Jersey Dairy-75, Thirumala Dairy-75, and Dodla Dairy 75.

#### **4. RESPONDENTS OPINION ON COMPENSATION BENEFITS: COMPENSATION REFERS TO A WIDE RANGE OF FINANCIAL AND NON FINANCIAL REWARDS TO EMPLOYEES FOR THEIR SERVICES RENDERED TO THE ORGANIZATION.**

**Table 2** what is the overall opinion on the Compensation Benefits Practices in the Selected Four Dairy Unit

Sl.No	Opinion	Dairy Unit									
		Heritage Dairy		Thirumala Dairy		Jersey Dairy		Dodla Dairy		Total	
		F	%	F	%	F	%	F	%	F	%
1	Excellent	1	1.3	1	1.3	2	2.7	2	2.7	6	2
2	Very Good	2	2.7	20	26.7	10	13.3	10	13.3	42	14
3	Good	59	78.7	48	64	45	60	45	60	197	65.7
4	Average	13	17.3	5	6.7	18	24	18	24	54	18
5	Poor	0	0	1	1.3	0	0	0	0	1	0.33
	Total	75	100	75	100	75	100	75	100	300	100

From the above table 2 designs that the overall opinion on the Practices in the Selected Four Dairy Units. In the Heritage Dairy the respondents opine that good are 78.7%, Thirumala Dairy good are 64%, Jersey Dairy good are 60%, Dodla Dairy the respondents opine that good are 60%.

## 5. DATA ANALYSIS AND INTERPRETATION

This Study has analyzed the data from four Dairy Units of Heritage, Thirumala, Jersey and Dodla Dairy Units. The researcher has taken the aspects of Compensation Benefits by comparing the Four Dairy Units the researcher has taken the statistical tools of Mean, Standard Deviation, Cronbach Alpha ANOVA, and Correlation.

**Table 3** Descriptive Statistics for the four Dairy units of Heritage, Thirumala, Jersey and Dodla dairy Units

	N	HERITAGE		THIRUMALA		JERSEY		DODLA	
		Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
Q21- Is the company has a career planning programme available for the employees	75	2.36	0.8798	2.4533	0.91966	2.6	0.9586	2.4533	0.96273
Q23- Do you want to make research on current development in the dairy industry and can forecast the future needs	75	2.52	0.94954	2.1067	0.68917	2.4933	0.97777	2.16	0.67863
Q25- Does the employee have career plan with set of goals and know the direction of the career is headed	75	2.9467	1.16124	2.5867	1.09166	2.44	1.19955	2.3733	1.29211
Q26- Job Security	75	4.2667	0.6003	4.4	0.7166	4.2	0.9726	4.3067	0.61454
Q27- Monetary Incentives for a job well done	75	4.3467	0.55734	4.44	0.72111	4.2	0.9444	4.2533	0.69929
Q28- Gratitude for a job well done	75	4.5333	0.57735	4.52	0.72336	4.2933	0.88185	4.3733	0.61012
Q30- Does the dairy unit utilize traditional salary grade system	75	1.16	0.59366	1.36	0.58448	1.56	0.84213	1.32	0.6401
Q31- How is the progression in the job grade determined	75	2.48	0.66495	2.7333	0.57735	2.3867	1.16124	1.9054	0.66557
Q33- Does the Dairy unit give a cost of living increase	75	1.5467	0.52744	1.6533	0.6471	2.0667	0.66441	1.9867	0.81362
Q61- What is the overall opinion of HRM Practices in the Dairy unit	75	2.88	0.63671	3.1067	0.55928	3.0533	0.69542	3.5333	2.68798

**Analysis:** A committed work force is one that is pulling together, with everyone doing their best, and getting satisfaction from the common effort to do as well as possible. Manage increasing technological complexity and create a climate in which people will understand and welcome technological development. Manage to achieve higher level of performance and innovation than hitherto. The problems and challenges that dairy units face today are numerous. This aspect is dominant in management of dairy units in Andhra Pradesh. The respondents in the four Dairy units of Heritage, Thirumala, Jersey and Dodla are satisfied with the variables of the study are Compensation Benefits. The researcher used the statistical tools of Mean and standard deviation of the four Dairy units. It states the mean values of employees are satisfied with the parameters of the study.

**Table 4** Cronbach Alpha Table for the Four Dairy units

Cronbach Alpha	Heritage Dairy	Thirumala Dairy	Jersey Dairy	Dodla Dairy
No.of.Items – 61	0.860	0.760	0.867	0.764

From the Table.4 the Number of items is taken for the study 61 with the parameters of selected variables for the study. For the four dairy units of Heritage value is 0.860, Thirumala is 0.760, Jersey is 0.867 and Dodla is 0.764. The value of four dairy units is above 0.87 so it proves the reliability is very strong for the four dairy units. **Hypothesis: (i) Ho: Null**

**Hypothesis-** There is no significance difference in the means of opinion of the Compensation Benefits in four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units, (ii) **H<sub>1</sub>:**  
**Alternate Hypothesis-** There is significance difference in the means of opinion of the Compensation Benefits in four Dairy Units of Heritage, Thirumala, Jersey and Dodla Units.

**Table 5** ANOVA Table for Heritage and Thirumala Dairy for Compensations Benefits:

		HERITAGE					THIRUMALA				
		Sum of Squares	df	Mean Square	F	Sig.	Sum of Squares	df	Mean Square	F	Sig.
<b>Q21</b>	Between Groups	3.134	3	1.045	1.25	0.3	2.606	3	0.869	1.13	0.34
	Within Groups	59.453	71	0.837			54.674	71	0.77		
	Total	62.587	74				57.28	74			
<b>Q23</b>	Between Groups	3.237	3	1.079	2.4	0.08	4.414	3	1.471	1.68	0.18
	Within Groups	31.909	71	0.449			62.306	71	0.878		
	Total	35.147	74				66.72	74			
<b>Q25</b>	Between Groups	2.396	3	0.799	0.66	0.58	3.484	3	1.161	0.86	0.47
	Within Groups	85.79	71	1.208			96.303	71	1.356		
	Total	88.187	74				99.787	74			
<b>Q26</b>	Between Groups	2.616	3	0.872	1.75	0.17	1.421	3	0.474	1.33	0.27
	Within Groups	35.384	71	0.498			25.246	71	0.356		
	Total	38	74				26.667	74			
<b>Q27</b>	Between Groups	2.029	3	0.676	1.32	0.28	0.925	3	0.308	0.99	0.4
	Within Groups	36.451	71	0.513			22.061	71	0.311		
	Total	38.48	74				22.987	74			
<b>Q28</b>	Between Groups	1.134	3	0.378	0.71	0.55	0.246	3	0.082	0.24	0.87
	Within Groups	37.586	71	0.529			24.421	71	0.344		
	Total	38.72	74				24.667	74			
<b>Q30</b>	Between Groups	5.526	3	1.842	6.62	0	1.603	3	0.534	1.55	0.21
	Within Groups	19.754	71	0.278			24.477	71	0.345		
	Total	25.28	74				26.08	74			
<b>Q31</b>	Between Groups	0.929	3	0.31	0.93	0.43	2.932	3	0.977	2.33	0.08
	Within Groups	23.737	71	0.334			29.788	71	0.42		
	Total	24.667	74				32.72	74			
<b>Q33</b>	Between Groups	1.92	3	0.64	1.56	0.21	2.048	3	0.683	2.62	0.06
	Within Groups	29.066	71	0.409			18.538	71	0.261		
	Total	30.987	74				20.587	74			

- (1) The Heritage Dairy has a career planning programme available for the employee the significant value is (0.299) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation and salary In the Thirumala Dairy the significant value is (0.344) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.
- (2) The research current development in the heritage dairy can forecast the future needs it provides the technical training to assist the career move the significant value is (0.075) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation and salary. In the Thirumala Dairy the significant value is (0.180) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.
- (3) The employees have clear career plan with a set of goals and know the direction of the career is headed in the heritage dairy the significant value is (0.579) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation and salary. In the Thirumala Dairy the significant value is (0.468) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.
- (4) The employees have job security in the heritage dairy the significant value is (0.165) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation and salary. In the Thirumala Dairy the significant value is (0.271) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.
- (5) The employees have monetary incentives for

a job well done the significant value is (0.276) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation and salary. In the Thirumala Dairy the significant value is (0.401) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. (6) The employee has gratitude for the job well done the significant value is (0.547) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation and salary. In the Thirumala Dairy the significant value is (0.869) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

(7) The employees in the heritage dairy utilize traditional salary grade system the significant value is (0.001) so it proves that Null Hypothesis is rejected so there is significant difference in the means of opinion of the employees between the Compensation and salary. In the Thirumala Dairy the significant value is (0.209) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. (8) The employees in the heritage dairy has the job grade determined the significant value is (0.432) so it proves that Null Hypothesis is rejected so there is significant difference in the means of opinion of the employees between the Compensation and salary. In the Thirumala Dairy the significant value is (0.082) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. (9) The heritage dairy has given a cost of living increase the significant value is (0.206) so it proves that Null Hypothesis is rejected so there is significant difference in the means of opinion of the employees between the Compensation and salary. In the Thirumala Dairy the significant value is (0.058) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

**Table 6** ANOVA Table for Jersey and Dodla Dairy for Compensation Benefits

		JERSEY					DODLA				
		Sum of Squares	df	Mean Square	F	Sig.	Sum of Squares	df	Mean Square	F	Sig.
<b>Q21</b>	Between Groups	4.327	4	1.082	1.19	0.32	0.736	3	0.245	0.26	0.86
	Within Groups	63.67	70	0.91			67.851	71	0.956		
	Total	68	74				68.587	74			
<b>Q23</b>	Between Groups	2.67	4	0.668	0.69	0.6	0.295	3	0.098	0.21	0.89
	Within Groups	68.08	70	0.973			33.785	71	0.476		
	Total	70.75	74				34.08	74			
<b>Q25</b>	Between Groups	8.38	4	2.095	1.5	0.21	2.079	3	0.693	0.41	0.75
	Within Groups	98.1	70	1.401			121.47	71	1.711		
	Total	106.5	74				123.55	74			
<b>Q26</b>	Between Groups	3.308	4	0.827	0.87	0.49	3.57	3	1.19	3.47	0.02
	Within Groups	66.69	70	0.953			24.377	71	0.343		
	Total	70	74				27.947	74			
<b>Q27</b>	Between Groups	0.79	4	0.198	0.21	0.93	1.942	3	0.647	1.34	0.27
	Within Groups	65.21	70	0.932			34.245	71	0.482		
	Total	66	74				36.187	74			
<b>Q28</b>	Between Groups	2.756	4	0.689	0.88	0.48	0.458	3	0.153	0.4	0.75
	Within Groups	54.79	70	0.783			27.089	71	0.382		
	Total	57.55	74				27.547	74			
<b>Q30</b>	Between Groups	2.241	4	0.56	0.78	0.54	1.421	3	0.474	1.16	0.33
	Within Groups	50.24	70	0.718			28.899	71	0.407		
	Total	52.48	74				30.32	74			
<b>Q31</b>	Between Groups	4.324	4	1.081	0.79	0.53	1.295	3	0.432	0.97	0.41
	Within Groups	95.46	70	1.364			31.043	70	0.443		
	Total	99.79	74				32.338	73			
<b>Q33</b>	Between Groups	2.204	4	0.551	1.27	0.29	1.216	3	0.405	0.6	0.62
	Within Groups	30.46	70	0.435			47.771	71	0.673		
	Total	32.67	74				48.987	74			

(1) The jersey Dairy has a career planning programme available for the employee the significant value is (0.323) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation

and salary In the Dodla Dairy the significant value is (0.856) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. (2) The research current development in the Jersey dairy can forecast the future needs it provides the technical training to assist the career move the significant value is (0.604) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation and salary. In the Dodla Dairy the significant value is (0.892) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. (3) The employees have clear career plan with a set of goals and know the direction of the career is headed in the Jersey dairy the significant value is (0.213) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation and salary. In the Dodla Dairy the significant value is (0.750) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

(4) The employees have job security in the heritage dairy the significant value is (0.488) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation and salary. In the Jersey Dairy the significant value is (0.021) it proves that Null Hypothesis is rejected so there is no significant difference in means of opinion of employees. (5) The employees have monetary incentives for a job well done the significant value is (0.931) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation and salary. In the Dodla Dairy the significant value is (0.268) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. (6) In Jersey Dairy the employee has gratitude for the job well done the significant value is (0.480) so it proves that Null Hypothesis is accepted so there is no significant difference in the means of opinion of the employees between the Compensation and salary. In the Dodla Dairy the significant value is (0.754) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

(7)The employees in the jersey dairy utilize traditional salary grade system the significant value is (0.542) so it proves that Null Hypothesis is accepted so there is a significant difference in the means of opinion of the employees between the Compensation and salary. In the Dodla Dairy the significant value is (0.330) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. (8) The employees in the heritage dairy has the job grade determined the significant value is (0.534) so it proves that Null Hypothesis is accepted so there is significant difference in the means of opinion of the employees between the Compensation and salary. In the Dodla Dairy the significant value is (0.410) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees. (9) The heritage dairy has given a cost of living increase the significant value is (0.292) so it proves that Null Hypothesis is accepted so there is significant difference in the means of opinion of the employees between the Compensation and salary. In the Thirumala Dairy the significant value is (0.616) it proves that Null Hypothesis is accepted so there is no significant difference in means of opinion of employees.

### 5.1. Tool wise Concluding Remarks (i) Through Mean

Through mean values of the respondents in the four dairy units there is a slight difference is occurred in the promotion policies and general increase of the salary for the employees. But overall mean value of the four dairy proves that the value are more than 3 and above so it shows that the employees are satisfied with the variables of the study. (ii) **Through Cronbach Alpha:** It exhibits the reliability of the values depends on the opinions of the respondents. To this the employees responded are above 0.89 so it proves that excellent

reliability value of the Questionnaire. (iii) **Through ANOVA:** The Hypothesis proves that there is no significant difference in means of opinion of the components benefits in the four dairy units. For the variable salary and compensation of the respondents proves that there is no significant difference in means of opinion of the respondents. It states that according to the salary of the respondents are influenced on the compensation of the organization. (iv) **Through Correlation:** For every organization there should be strong influence on the role of HRM in the four dairy units. Even if the employees are satisfied at the work place due to the HRM practices.

**Table 7** Correlation Table for Compensation in Heritage and Thirumala Dairy Units:

		HERITAGE									THIRUMALA								
		Q21	Q23	Q25	Q26	Q27	Q28	Q30	Q31	Q33	Q21	Q23	Q25	Q26	Q27	Q28	Q30	Q31	Q33
Q21	Pearson Correlation	1	.695**	.263*	0.135	0.172	.245*	.256*	-0.16	.358**	1	.639**	0.08	0.112	-0.21	-0.203	0.005	-0.086	-0.105
	Sig. (2-tailed)		0	0.02	0.247	0.139	0.034	0.027	0.179	0		0	0.493	0.34	0.071	0.081	0.966	0.464	0.369
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Q23	Pearson Correlation	.392**	.378**	.386**	.275*	0.186	.258*	.231*	0.004	.239*	0.048	0.033	.342**	-0.109	-.247*	-0.166	-0.014	-0.03	0.144
	Sig. (2-tailed)	0.001	0.001	0	0.017	0.11	0.026	0.046	0.973	0.04	0.683	0.779	0.003	0.35	0.033	0.153	0.907	0.8	0.216
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Q25	Pearson Correlation	.263*	.250*	1	.489**	0.04	0.095	0.045	0.091	0.2	0.08	-0.025	1	0.021	-0.051	-0.097	-0.035	0.031	.272*
	Sig. (2-tailed)	0.023	0.031		0	0.732	0.418	0.703	0.438	0.09	0.493	0.833		0.858	0.664	0.407	0.765	0.792	0.018
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Q26	Pearson Correlation	0.135	0.136	.489**	1	-0.11	-0.11	0.092	0.194	0.15	0.112	0.075	0.021	1	-0.154	-0.138	0.017	-0.007	0.159
	Sig. (2-tailed)	0.247	0.244	0		0.33	0.351	0.434	0.095	0.2	0.34	0.525	0.858		0.188	0.237	0.882	0.952	0.172
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Q27	Pearson Correlation	0.172	0.165	0.04	-0.11	1	.884**	.471**	0.071	.459**	-0.21	-.297**	-0.051	-0.154	1	.447**	0.157	-.349**	-0.028
	Sig. (2-tailed)	0.139	0.156	0.73	0.33		0	0	0.545	0	0.071	0.01	0.664	0.188		0	0.179	0.002	0.815
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Q28	Pearson Correlation	.245*	.275*	0.1	-0.11	.884**	1	.483**	0.068	.456**	-0.203	-0.21	-0.097	-0.138	.447**	1	.231*	-0.088	-0.157
	Sig. (2-tailed)	0.034	0.017	0.42	0.351	0		0	0.562	0	0.081	0.07	0.407	0.237	0		0.046	0.452	0.178
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Q30	Pearson Correlation	.256*	.248*	0.05	0.092	.471**	.483**	1	-0.18	.329**	0.005	-0.123	-0.035	0.017	0.157	.231*	1	-.249*	-.305**
	Sig. (2-tailed)	0.027	0.032	0.7	0.434	0	0		0.122	0	0.966	0.294	0.765	0.882	0.179	0.046		0.031	0.008
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Q31	Pearson Correlation	-0.16	-0.11	0.09	0.194	0.071	0.068	-0.18	1	.281*	-0.086	0.126	0.031	-0.007	-.349**	-0.088	-.249*	1	.317**
	Sig. (2-tailed)	0.179	0.362	0.44	0.095	0.545	0.562	0.122		0.02	0.464	0.283	0.792	0.952	0.002	0.452	0.031		0.006
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Q33	Pearson Correlation	.358**	.264*	0.2	0.151	.459**	.456**	.329**	.281*	1	-0.105	-0.109	.272*	0.159	-0.028	-0.157	-.305**	.317**	1
	Sig. (2-tailed)	0.002	0.022	0.09	0.197	0	0	0.004	0.015		0.369	0.352	0.018	0.172	0.815	0.178	0.008	0.006	
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

There is a positive correlation between the career planning programme and dairy unit is switching career areas in the Heritage Dairy at Pearson correlation value of ( 0.695) and the significant value is (0.000) the null hypothesis is rejected there is a significant relationship between the Compensation and Employee welfare in Heritage Dairy. In Thirumala Dairy there is a positive correlation for the career planning programme and dairy unit is switching career areas at Pearson correlation value of (0.639) and the significant value (0.000) the null hypothesis is rejected there is a significant relationship between the selected variables and Thirumala Dairy .

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**Table 8** Correlation Table for Compensation in Jersey and Dodla Dairy Units

		JERSEY									DODLA								
		Q21	Q23	Q25	Q26	Q27	Q28	Q30	Q31	Q33	Q21	Q23	Q25	Q26	Q27	Q28	Q30	Q31	Q33
Q21	Pearson Correlation	1	0.055	0.061	-0.13	-0.09	-0.003	0.03	-0.211	0.149	1	.280*	0.036	0.15	0.008	0.099	0.222	-0.059	0.18
	Sig. (2-tailed)		0.641	0.602	0.265	0.445	0.978	0.797	0.069	0.203		0.015	0.76	0.199	0.947	0.398	0.056	0.616	0.122
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	74	75
Q23	Pearson Correlation	0.055	1	.273*	0.051	.360**	0.065	0.07	-0.075	-0.01	.280*	1	0.162	0.043	0.056	0.017	0.098	-0.033	-0.021
	Sig. (2-tailed)	0.641		0.018	0.663	0.002	0.58	0.549	0.522	0.934	0.015		0.165	0.716	0.634	0.885	0.401	0.777	0.861
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	74	75
Q25	Pearson Correlation	0.061	.273*	1	0.144	.243*	0.094	-0.033	.245*	0.031	0.036	0.162	1	-0.112	0.118	0.164	0.033	-.425**	.532**
	Sig. (2-tailed)	0.602	0.018		0.219	0.035	0.425	0.778	0.034	0.795	0.76	0.165		0.338	0.312	0.161	0.776	0	0
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	74	75
Q26	Pearson Correlation	-0.13	0.051	0.144	1	0.177	0.104	-.452**	0.158	.251*	0.15	0.043	-0.112	1	.446**	.267*	0.056	0.106	0.116
	Sig. (2-tailed)	0.265	0.663	0.219		0.13	0.375	0	0.176	0.03	0.199	0.716	0.338		0	0.02	0.631	0.37	0.32
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	74	75
Q27	Pearson Correlation	-0.09	.360**	.243*	0.177	1	.269*	-0.16	0.064	-0.108	0.008	0.056	0.118	.446**	1	.631**	0.058	-0.068	0.172
	Sig. (2-tailed)	0.445	0.002	0.035	0.13		0.019	0.171	0.585	0.358	0.947	0.634	0.312	0		0	0.621	0.567	0.139
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	74	75
Q28	Pearson Correlation	-0	0.065	0.094	0.104	.269*	1	0.122	0.072	-0.103	0.099	0.017	0.164	.267*	.631**	1	.244*	-0.116	.310**
	Sig. (2-tailed)	0.978	0.58	0.425	0.375	0.019		0.299	0.537	0.379	0.398	0.885	0.161	0.02	0		0.035	0.324	0.007
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	74	75
Q30	Pearson Correlation	0.03	0.07	-0.03	-.452**	-0.16	0.122	1	-.349**	-0.019	0.222	0.098	0.033	0.056	0.058	.244*	1	-.343**	0.138
	Sig. (2-tailed)	0.797	0.549	0.778	0	0.171	0.299		0.002	0.869	0.056	0.401	0.776	0.631	0.621	0.035		0.003	0.238
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	74	75
Q31	Pearson Correlation	-0.21	-0.08	.245*	0.158	0.064	0.072	-.349**	1	-0.227	-0.059	-0.033	-.425**	0.106	-0.068	-0.116	-.343**	1	-.279*
	Sig. (2-tailed)	0.069	0.522	0.034	0.176	0.585	0.537	0.002		0.051	0.616	0.777	0	0.37	0.567	0.324	0.003		0.016
	N	75	75	75	75	75	75	75	75	74	74	74	74	74	74	74	74	74	74
Q33	Pearson Correlation	0.149	-0.01	0.031	.251*	-0.11	-0.1	-0.019	-0.227	1	0.18	-0.021	.532**	0.116	0.172	.310**	0.138	-.279*	1
	Sig. (2-tailed)	0.203	0.934	0.795	0.03	0.358	0.379	0.869	0.051		0.122	0.861	0	0.32	0.139	0.007	0.238	0.016	
	N	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	74	75

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

There is a positive correlation between the career planning programme and dairy unit is switching career areas in the Jersey Dairy at Pearson correlation value of ( 0.351) and the significant value is (0.000) the null hypothesis is rejected there is a significant relationship between the Compensation and Employee welfare in Dodla Dairy. In Jersey Dairy there is a positive correlation for the career planning programme and dairy unit is switching career areas at Pearson correlation value of (0.624) and the significant value (0.000) the null hypothesis is rejected there is a significant relationship between the selected variables and Dodla Dairy .

**Hypothesis:** (i) Ho: Null Hypothesis- There is no significant relationship between Compensation Benefits and the four Dairy Units. (ii) H<sub>1</sub>: Alternate Hypothesis- There is a significant relationship between Compensation Benefits and four Dairy Units of Heritage, Thirumala, Jersey and Dodla Dairy.

## 6. FINDINGS OF THE STUDY

(1) 2.7% of the respondents in the Heritage Dairy are satisfied with the career planning programme available for the employees, 72% of the respondents in Jersey Dairy are satisfied with the career planning programme available for the employees, 46.7% of the respondents in Thirumala Dairy are satisfied with the career planning programme available for the employees, 78.7% of the respondents in Dodla Dairy are satisfied with the career planning programme available for the employees. (2) 84% of the respondents in the Heritage Dairy are satisfied with current developments, 64% of the respondents in Jersey Dairy are satisfied with current developments, 64% of the respondents in Thirumala Dairy are satisfied with current developments, 45.3% of the respondents in Dodla Dairy are satisfied with current

developments. (3) 6.7% of the respondents in the Heritage Dairy that the career plan with set of goals and know the direction of their career is headed, 46% of the respondents in Jersey Dairy that the career plan with set of goals and know the direction of their career is headed, 64% of the respondents in Thirumala Dairy that the career plan with set of goals and know the direction of their career is headed, 45.3% of the respondents in Dodla Dairy that the career plan with set of goals and know the direction of their career is headed .

(4) 2.7% of the respondents in the Heritage Dairy utilize traditional salary grade system, 1.3% of the respondents in Jersey Dairy utilize traditional salary grade system, 5% of the respondents in Thirumala Dairy utilize traditional salary grade system, and 1.3% of the respondents in Dodla Dairy utilize traditional salary grade system.(5) 4.7% of the respondents in the Heritage Dairy job grade is determined on Merit, 44% of the respondents in Jersey Dairy job grade is determined on Merit, 48% of the respondents in Thirumala Dairy job grade is determined on Merit, 54.7% of the respondents in Dodla Dairy job grade is determined on Merit.(6) 38.6% of the respondents in the Heritage Dairy said that they have given a cost of living increase, 46.7% of the respondents in Jersey Dairy said that they have given a cost of living increase, 16.3% of the respondents in Thirumala Dairy said that they have given a cost of living increase, 22.7% of the respondents in Dodla Dairy said that they have given a cost of living increase.

## **7. SUGGESTIONS OF THE STUDY**

(1) The compensation structure varies from one dairy unit to another dairy unit. Wages and benefits provided to employees varied even within cases and the information on how much each employee earns is kept confidential between the employer and employee. Thus, it is not easy for one case to entirely imitate the compensation structure of another case.(2) Incentives and bonuses were used to motivate employees create a value for the dairy unit by striving to achieve the set of goals on dairy management. (3) Unlike non supervisory employees, valued their interpersonal relationships with managers and autonomy to do their work. They would also not accept alternative employment offers that provide higher pay without taking into account whether they would have close working relationships with their new employers or job security. (5) This suggests that social capital at work is important for employee retention. It is, therefore, suggested that the loan should be sanctioned to an employee to the extent he/she is entitled to or to the extent it is possible in view of the financial position.

## **8. CONCLUSION OF THE STUDY**

The study on the Human Resource Management in the four dairy units have been carried out by evaluating the employees based on the demographic characteristics first, then source of recruitment motivational factors influenced the employees. The employees were motivated based on different factors at different levels. The employees have given inconsistent responses to these due to the less popularity of these measures. The rewards given to the efforts put forward were rated by the employees as quiet low. More variables were given job satisfaction through interpersonal relations. The study covered the career planning and career development measures adopted by the dairy units in giving satisfaction to the employees. More variables were given job satisfaction through interpersonal relations, job environment, working condition, salary and benefits at different levels.

## **9. SCOPE FOR FUTURE RESEARCH**

The present study on Compensation Benefits in the four dairy units and its impact on performance of dairy units in A.P, were based on the opinions of managerial 300 employees only. In the course of the study it was observed that there is a lot of potentiality for future

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research in the area of cooperatives on: (1) The type of the leadership, (2) The commitment of the members to the principles cooperation. (3) Preventive measures for losses of the societies.

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